ProTech Professional Technical Services, Inc.

Develop Correct and Complete Requirements

Course Summary

Description

Develop Correct and Complete Requirements is designed to support those Business Analysts who are chiefly concerned with developing high quality requirements for waterfall and agile projects. Students are shown techniques that can prevent problems that commonly compromise requirements quality in each project methodology. Numerous hands-on exercises give participants ample opportunity to learn relevant tools and techniques. Special attention and significant time are given to eliciting, analyzing, and recording requirements information in multiple formats. Topics include:

- The value of Business Analysis
- Waterfall and Agile project methodologies
- Roles of the Business Analyst
- Stakeholder identification and engagement
- Waterfall projects:
  - The requirements development process
  - Planning the requirements engagement
  - Elicitation; Analysis; Documentation
  - Proofing the Requirements Document
- Agile projects:
  - BA role in agile
  - Agile requirements model
  - Product and iteration backlogs
  - Conversation-based discovery
  - Epics, user stories, enablers, and themes
- Verifying and Validating Requirements
- Requirements management
- Solution validation

Topics

- Introduction to Business Analysis
- The Business Analyst
- Stakeholder Collaboration Skills
- Understanding Project Requirements
- Solution Definition
- Requirements Planning
- Requirements Elicitation
- Analyzing Requirements
- Documenting Requirements
- Managing Requirements

Audience

This course is of particular value to business analysts, project managers and other project staff with direct or indirect responsibility for requirements definition and analysis; Project Management Office staff; and managers of business analysts.

Prerequisites

This course assumes that participants have participated in some projects and have some understanding of one or more business analyst roles.

Duration

Three days
21 PDUs/CDUs

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Course Outline

I. Introduction to Business Analysis
A. Business Analysis
B. Agile and waterfall project methodologies
C. Roles of the BA
D. Value of Business Analysis

II. The Business Analyst
A. IIBA® BABOK Guide®; Agile Extension®
B. IIBA® Core Concepts Model
C. The BA in waterfall and agile projects
D. BA competencies

III. Stakeholder Collaboration Skills
A. Stakeholder identification and analysis
B. Fostering stakeholder engagement
C. Collaborative Games

IV. Understanding Project Requirements
A. Definition and types of requirements
B. Business Rules
C. Waterfall requirements lifecycle
D. Agile requirements model
E. Features, Epics, Enablers, and Themes
F. User Stories and Acceptance Criteria
G. Benefits of good requirements

V. Solution Definition
A. Problem assessment
B. Root cause analysis and Pareto
C. Needs analysis and Solution definition
D. The Business Case
E. The Vision and Scope Document

VI. Requirements Planning
A. Requirements context
B. Roles and responsibilities
C. Drivers of requirements planning
D. Understanding Project Scope
E. Business Analysis Plan
F. Planning for Iteration Zero
G. Product and Iteration Backlogs
H. Slicing Stories from Epics
I. User Story Acceptance Criteria
J. Benefits of planning

VII. Requirements Elicitation
A. An iterative and investigative approach
B. Requirements elicitation
C. Stages of elicitation
D. Elicitation techniques
E. Requirements Versus Design
F. Choose the best elicitation technique

VIII. Analyzing Requirements
A. Requirements analysis and models
B. Value of graphical models
C. Personas
D. Imposing order on chaos
E. Review models with stakeholders

IX. Documenting Requirements
A. Requirements documentation options
B. Methods for recording requirements
C. Requirements quality characteristics
D. Consequences of poor requirements quality
E. Consequences of poor document quality

X. Managing Requirements
A. Verifying and Validating Requirements
B. Using Requirements Traceability
C. Validating the requirements document
D. Requirements approval
E. Managing requirements; Change Control
F. Requirements re-use
G. End of Iteration Review
H. Requirements Harmonization
I. Retrospectives
J. Keeping the Focus on Value
K. Solution Validation; Increment readiness
L. Assessing for Business Value